

*City of  
Springfield, Mo.*



*Annual Operating  
Budget  
2002-2003*

**CITY OF SPRINGFIELD, MISSOURI**

**ANNUAL OPERATING BUDGET**

**JULY 1, 2002 - JUNE 30, 2003**

**PREPARED BY THE DEPARTMENT OF FINANCE**

*Fred Fantauzzi, Director*  
*Mary Mannix, Budget Administrator*  
*Glenda Hudson, Financial Analyst*  
*Renee Evans, Accounting Services Representative*

## MUNICIPAL OFFICIALS

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### MAYOR

*Thomas J. Carlson*

### CITY COUNCIL

<i>Denny Whayne</i>	<i>Zone 1</i>
<i>Shelia O. Wright</i>	<i>Zone 2</i>
<i>Ralph K. Manley</i>	<i>Zone 3</i>
<i>John Wylie</i>	<i>Zone 4</i>
<i>Mary Collette</i>	<i>General (A)</i>
<i>Gary W. Gibson</i>	<i>General (B)</i>
<i>Teri Hacker</i>	<i>General (C)</i>
<i>Robert Chancellor</i>	<i>General (D)</i>

### CITY OFFICIALS

<i>Thomas W. Finnie</i>	<i>City Manager</i>
<i>Bob Cumley</i>	<i>Assistant City Manager</i>
<i>Howard C. Wright</i>	<i>City Attorney</i>
<i>Brenda Cirtin</i>	<i>City Clerk</i>
<i>Marc Thornsberry</i>	<i>Director of Public Works</i>
<i>Harold Bengsch</i>	<i>Director of Public Health and Welfare</i>
<i>Fred Fantauzzi</i>	<i>Director of Finance</i>
<i>Lynn S. Rowe</i>	<i>Chief of Police</i>
<i>Dan Whisler</i>	<i>Fire Chief</i>
<i>Dan Kinney</i>	<i>Director of Parks and Recreation</i>
<i>Sheila Maerz</i>	<i>Director of Human Resources</i>
<i>Evelyn Honea</i>	<i>Director of Information Systems</i>
<i>Fred May</i>	<i>Director of Planning and Development</i>
<i>Louise Whall</i>	<i>Public Information Officer</i>
<i>Robert D. Hancik</i>	<i>Director of Aviation</i>
<i>Robert E. Simpson</i>	<i>Director of Workforce Development</i>
<i>Nick Heatherly</i>	<i>Director of Building Development</i>
<i>Todd Thornhill</i>	<i>Chief Municipal Judge</i>
<i>Jerry Berger</i>	<i>Director of Art Museum</i>
<i>Becky Jungmann</i>	<i>Director of Emergency Communications</i>

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## GRANT AND SPECIAL REVENUE FUNDS

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*Grant revenue funds account for the expenditure of funds received from various federal, state and local agencies. Special revenue funds account for the proceeds of special revenue sources that are restricted by law or administrative action and are to be expended for specific purposes.*



*Springfield Police Dogs and their Trainers*



*Boonville Streetscape*



*Arbor Day*

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**ART MUSEUM****Summary of Expenditures and Appropriations**

	2000-2001	2001-2002	2002-2003	2003-2004
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$444,236	\$562,617	\$616,212	\$634,698
Operating Supplies & Services	166,827	203,029	204,965	211,114
Capital Outlay/Improvements	77,544	66,224	61,045	62,876
Increase in Undesignated Reserves	142,140	-	-	-
	<u>\$830,747</u>	<u>\$831,870</u>	<u>\$882,222</u>	<u>\$908,689</u>

**Human Resources Summary**

		FULL-TIME EQUIVALENTS		
		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
Director of Art Museum	D14	1.00	1.00	1.00
Assistant Director of Art Museum	P11	0.00	1.00	1.00
Curator of Collections	P09	1.00	1.00	1.00
Curator of Exhibits	P09	1.00	1.00	1.00
Museum Educator	P08	1.00	1.00	1.00
Registrar	P07	1.00	1.00	1.00
Preparator	P06	0.00	1.00	1.00
Executive Secretary	P05	1.00	0.00	0.00
Administrative Assistant	P04	0.00	1.00	1.00
Librarian	P04	1.00	1.00	1.00
Art Museum Security Officer	P03	2.00	2.00	2.00
Clerical Assistant	P02	1.38	0.38	0.38
Custodian	C01	3.00	2.00	2.00
		<u>13.38</u>	<u>13.38</u>	<u>13.38</u>

ART MUSEUM

Priority  
Number

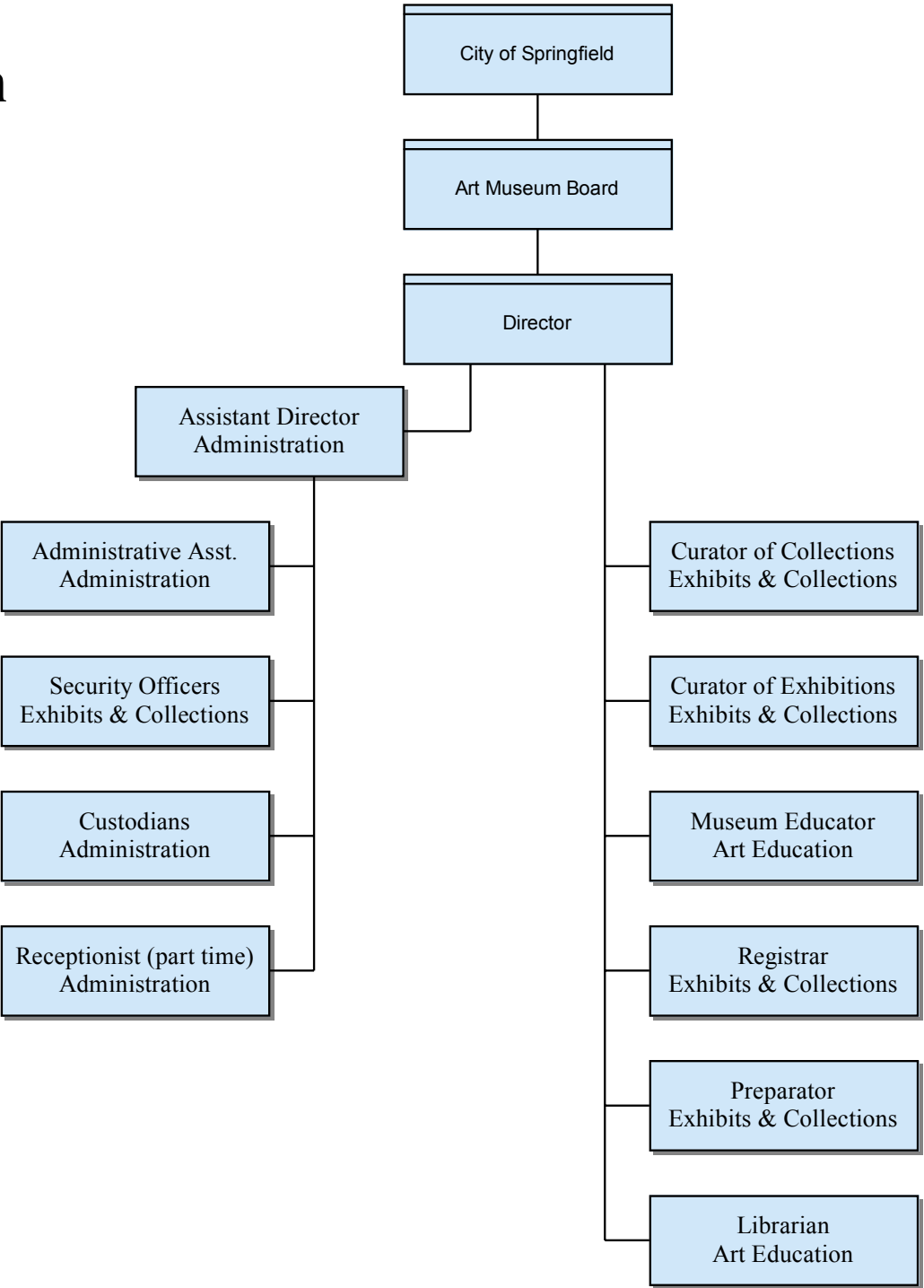
- 1      **CONSTRUCTION OF A NEW WING WITH GALLERIES, LIBRARY, SALES SHOP AND RECEPTION/ENTRANCE AREA WITH RENOVATION OF THE HEATING AND COOLING SYSTEM FOR THE ORIGINAL FACILITY** – The Museum’s Board of Directors and Director are currently working to identify and obtain funding for the construction of a new wing and for the renovation of the HVAC system in the original facility. In keeping with the Master Plan developed for the Museum, more exhibition space for the permanent collections and the primary collection field of the Museum, watercolors, is needed. Also, an expanded library for growing collections, a sales shop to produce revenues and a new entrance area adjacent to the west parking lot are necessary to provide desired services for the Museum’s public. Primary funding is expected to come from private contributions. Design and development of this new wing may begin by 2005, contingent upon receipt of private funds. The new wing project would include the renovation of the original facility’s HVAC, which badly deteriorated. By combining into one project the priorities of the heating and cooling system and the new wing, the Museum would have significant cost savings.  
*Estimated cost is \$2,000,000.*

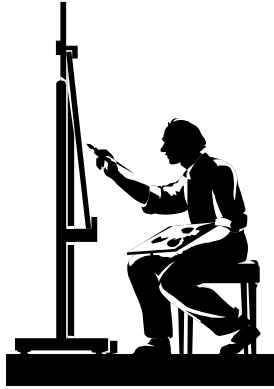
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Three-Year Priority Cost Summary

<u>Priority Number</u>	<u>2002-2003</u>	<u>2003-2004</u>	<u>2004-2005</u>
1	\$ -	\$ -	\$ -

# Springfield Art Museum





## SPRINGFIELD ART MUSEUM

### MISSION STATEMENT

THE SPRINGFIELD ART MUSEUM IS DEDICATED TO  
ENHANCING THE EDUCATION AND DOCUMENTING THE  
DIVERSE CULTURAL HERITAGE OF THE PEOPLE OF  
SOUTHWEST MISSOURI, THROUGH THE COLLECTION,  
PRESERVATION AND EXHIBITION OF ART OBJECTS.



**CONVENTION AND VISITORS BUREAU****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ 606,015	\$ 665,000	\$ 702,400	\$ 723,472
Operating Supplies & Services	1,370,761	1,277,500	1,362,645	1,403,524
Capital Outlay/Improvements	42,849	10,000	-	-
Decrease in Undesignated Reserves	113,932	-	-	-
	<b><u>\$ 2,133,557</u></b>	<b><u>\$ 1,952,500</u></b>	<b><u>\$ 2,065,045</u></b>	<b><u>\$ 2,126,996</u></b>

**Human Resources Summary****FULL-TIME EQUIVALENTS**

<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>
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The personal services costs shown in this fund are for employees who are outside the City's merit system.



## TOURISM TAX

## Summary of Expenditures and Appropriations

	2000-2001 <u>Actual</u>	2001-2002 <u>Adopted</u>	2002-2003 <u>Adopted</u>	2003-2004 <u>Projected</u>
Personal Services	\$ 72,199	\$ 69,394	\$ 74,874	\$ 77,120
Operating Supplies & Services	1,113,213	-	-	-
Capital Outlay/Improvements	6,353,739	-	-	-
Transfers	-	1,002,851	1,262,028	1,299,889
Increase in Undesignated Reserves	(5,241,736)	257,755	32,098	33,061
	<u>\$ 2,297,415</u>	<u>\$ 1,330,000</u>	<u>\$ 1,369,000</u>	<u>\$ 1,410,070</u>

## Human Resources Summary

	FULL-TIME EQUIVALENTS		
	<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
Principal City Planner	1.00	1.00	1.00

**ROAD AND BRIDGE MAINTENANCE FUND****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Supplies & Services	370,600	1,200,000	1,300,000	1,339,000
Capital Outlay/Improvements	1,339,120	-	-	-
Increase in Undesignated Reserves	(502,739)	-	-	-
	<b><u>\$ 1,206,981</u></b>	<b><u>\$ 1,200,000</u></b>	<b><u>\$ 1,300,000</u></b>	<b><u>\$ 1,339,000</u></b>

**Human Resources Summary**

<b>FULL-TIME EQUIVALENTS</b>		
<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>

No full-time personnel are allocated to this fund.

*The Road and Bridge Maintenance Fund was established to account for the City's portion of the Greene County Road and Bridge tax. These funds are expended for local street repair and resurfacing projects.*

## COMMUNITY DEVELOPMENT GRANTS

## Summary of Expenditures and Appropriations

	2000-2001	2001-2002	2002-2003	2003-2004
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 629,824	\$ 679,274	\$ 721,143	\$ 742,777
Operating Supplies & Services	1,241,167	1,237,726	1,183,149	1,218,643
Capital Outlay/Improvements	42,045	-	-	-
Transfers	-	-	-	-
Decrease in Undesignated Reserves	7,405	-	-	-
	<u>\$ 1,920,441</u>	<u>\$ 1,917,000</u>	<u>\$ 1,904,292</u>	<u>\$ 1,961,422</u>

## Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
Grants Administrator	P11	1.00	1.00	1.00
Principal City Planner	P11	0.80	0.80	0.80
Research Coordinator	P11	1.00	1.00	1.00
Community Development Loan Officer	P10	1.00	1.00	1.00
Senior City Planner	P10	1.00	1.00	1.00
Project Specialist II	P10	0.00	0.00	0.50
Financial Analyst	P09	0.75	0.75	0.75
Associate City Planner	P08	1.00	1.00	1.00
Rehabilitation Technician	P08	2.00	2.00	2.00
Loan Technician	P06	1.00	1.00	1.00
Housing Assistance Technician	P06	0.50	0.50	0.00
Staff Assistant	P03	1.00	1.00	1.00
		<u>11.05</u>	<u>11.05</u>	<u>11.05</u>

**HOME INVESTMENT PARTNERSHIP PROGRAM****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ 94,888	\$ 105,500	\$ 97,825	\$ 100,760
Operating Supplies & Services	1,185,334	1,319,500	1,376,175	1,417,460
Capital Outlay/Improvements	-	-	-	-
Decrease in Undesignated Reserve	5,191	-	-	-
	<b><u>\$ 1,285,413</u></b>	<b><u>\$ 1,425,000</u></b>	<b><u>\$ 1,474,000</u></b>	<b><u>\$ 1,518,220</u></b>

**Human Resources Summary**

		<b>FULL-TIME EQUIVALENTS</b>		
		<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>
Project Specialist II	P10	1.00	1.00	0.50
Financial Analyst	P09	0.25	0.25	0.00
Housing Assistance Technician	P06	0.25	0.25	1.00
		<b><u>1.50</u></b>	<b><u>1.50</u></b>	<b><u>1.50</u></b>

*The Community Housing Development Program, through the U.S. Department of Housing and Urban Development, provides funding for decent safe and affordable housing to qualifying applicants.*

## PLANNING AND DEVELOPMENT GRANTS

## Summary of Expenditures and Appropriations

	2000-2001 <u>Actual</u>	2001-2002 <u>Adopted</u>	2002-2003 <u>Adopted</u>	2003-2004 <u>Projected</u>
Personal Services	\$ 207,860	\$ 322,697	\$ 261,806	\$ 269,660
Operating Supplies & Services	703,782	959,694	1,609,004	1,657,274
Capital Outlay/Improvements	23,346	18,211	8,500	8,755
Transfers	-	-	-	-
Increase(Decrease) in Undesignated Reserves	465,407	(30,000)	-	-
	<u>\$ 1,400,395</u>	<u>\$ 1,270,602</u>	<u>\$ 1,879,310</u>	<u>\$ 1,935,689</u>

## Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
Principal City Planner	P11	0.80	0.80	0.80
Senior City Planner	P10	1.00	1.00	1.00
Senior City Planner	P10	1.00	1.00	1.00
Senior City Planner	P10	1.00	1.00	1.00
Associate City Planner	P08	0.60	0.60	0.40
Assistant City Planner	P06	0.38	0.38	0.38
Publications Design Assistant	P04	0.00	0.00	0.20
		<u>4.78</u>	<u>4.78</u>	<u>4.78</u>

*This grant category includes funding for Planning and Development Grants including Housing Action Grant, (HODAG), Brownfields Coordinator, and Rental Rehabilitation.*



**MISCELLANEOUS OTHER PROGRAMS/GRANTS****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ 12,635	\$ 21,852	\$ 13,169	\$ 13,564
Operating Supplies & Services	17,854	18,023	16,580	17,077
Capital Outlay/Improvements	207,136	-	-	-
Increase in Undesignated Reserves	576,549	-	-	-
	<b><u>\$ 814,174</u></b>	<b><u>\$ 39,875</u></b>	<b><u>\$ 29,749</u></b>	<b><u>\$ 30,641</u></b>

**Human Resources Summary**

<b>FULL-TIME EQUIVALENTS</b>		
<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>

No full-time equivalents are allocated to this fund.

*This grant category includes funding for Caring Communities and Missouri Arts Council Grants.*

**POLICE SPECIAL REVENUE****Summary of Expenditures and Appropriations**

	2000-2001	2001-2002	2002-2003	2003-2004
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 404,668	\$ 498,350	\$ 521,921	\$ 537,579
Operating Supplies & Services	149,509	86,245	80,080	82,482
Capital Outlay/Improvements	56,815	163,877	141,000	145,230
Decrease in Undesignated Reserves	56,033	(17,550)	-	-
	<u>\$ 667,025</u>	<u>\$ 730,922</u>	<u>\$ 743,001</u>	<u>\$ 765,291</u>

**Human Resources Summary**

FULL-TIME EQUIVALENTS		
<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>

*This special revenue category includes Police Training, SMSU Substation, and Confiscated Property*

**POLICE GRANTS/TRAFFIC SAFETY ALLIANCE OF THE OZARKS****Summary of Expenditures and Appropriations**

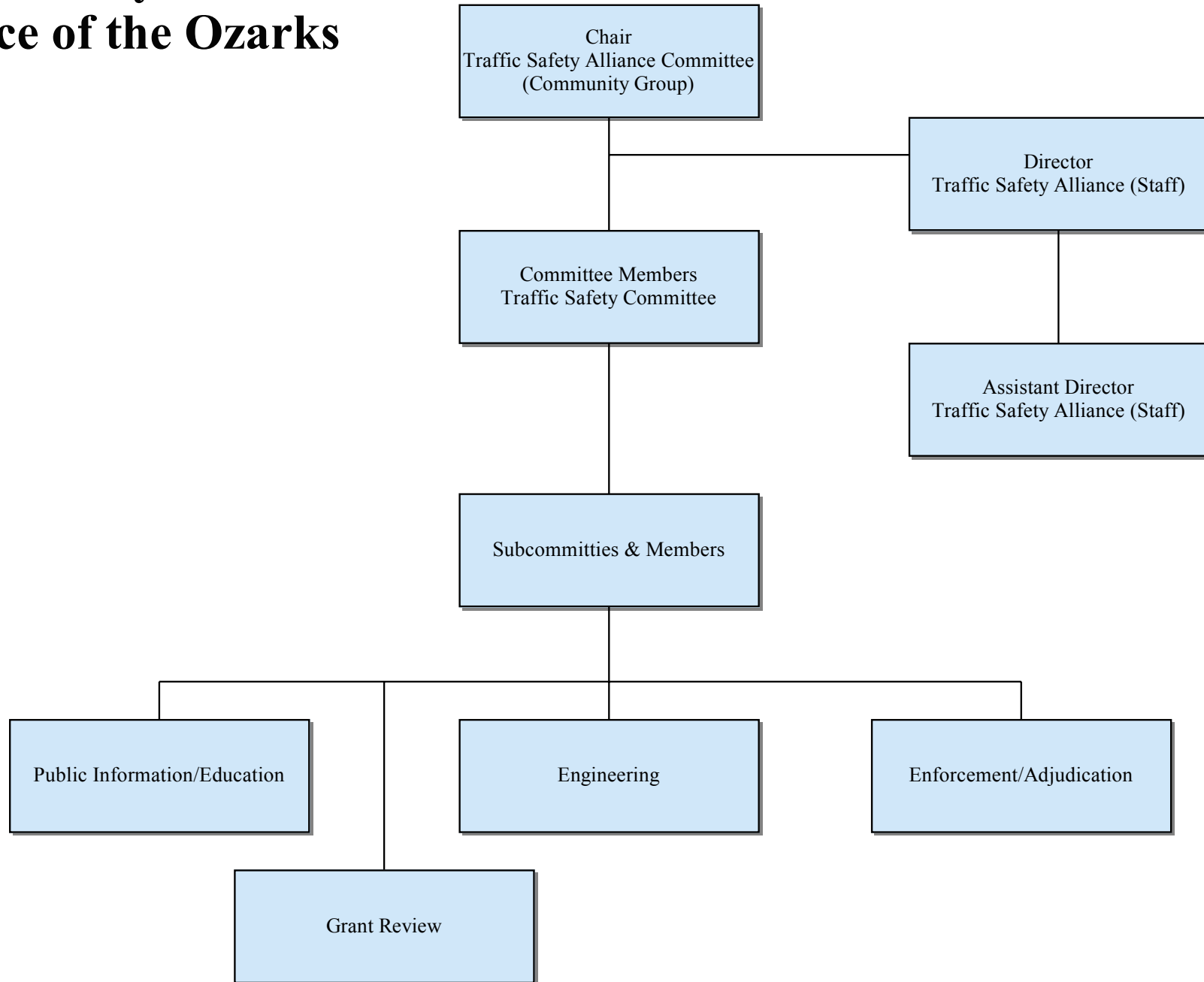
	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ 726,734	\$ 808,602	\$ 477,761	\$ 492,094
Operating Supplies & Services	89,708	85,640	86,140	88,724
Capital Outlay/Improvements	102,355	18,000	8,000	8,240
Increase in Undesignated Reserves	(36,694)	-	-	-
	<b><u>\$ 882,103</u></b>	<b><u>\$ 912,242</u></b>	<b><u>\$ 571,901</u></b>	<b><u>\$ 589,057</u></b>

**Human Resources Summary**

<b>FULL-TIME EQUIVALENTS</b>		
<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>

*This budget includes funds allocated for Traffic Safety Alliance of the Ozarks and grants awarded to the Springfield Police Department. The mission of the Traffic Safety Alliance is to reduce the number of traffic crashes and to increase awareness of traffic safety issues by the general public, through the participation of organizations providing traffic safety services. The Police grants budgeted here are HIDTA, COPS, and Intern Grant. The full time equivalent positions funded by these grants are shown in the Police Department.*

# Traffic Safety Alliance of the Ozarks



**PUBLIC HEALTH GRANTS****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ 552,904	\$ 467,143	\$ 469,994	\$ 484,094
Operating Supplies & Services	324,618	590,282	669,800	689,894
Capital Outlay/Improvements	36,812	18,461	15,500	15,965
Decrease in Undesignated Reserves	(9,777)	-	-	-
	<b><u>\$ 904,557</u></b>	<b><u>\$ 1,075,886</u></b>	<b><u>\$ 1,155,294</u></b>	<b><u>\$ 1,189,952</u></b>

**Human Resources Summary**

		<b>FULL-TIME EQUIVALENTS</b>		
		<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>
Air Control Specialist III	P09	1.00	1.00	1.00
Air Control Specialist II	P08	2.00	2.00	2.00
Communicable Disease Investigator	P08	1.00	1.00	1.00
Community Health Nurse	P08	2.00	1.00	1.00
Public Health Program Representative	P08	1.00	1.00	1.00
Public Health Educator	P06	1.00	1.00	1.00
		<b><u>8.00</u></b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>

*Public health grants are funded through the U.S. Environmental Protection Agency and the U.S. Department of Health and Human Services in support of the Air Quality Control, HIV Prevention, Bio-Terrorism, and Child Safety Programs.*



**WIC PROGRAM****Summary of Expenditures and Appropriations**

	2000-2001	2001-2002	2002-2003	2003-2004
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 427,921	\$ 458,002	\$ 488,626	\$ 503,285
Operating Supplies & Services	77,080	76,918	76,918	79,226
Capital Outlay/Improvements	-	-	-	-
Increase in Undesignated Reserves	144,749	-	-	-
	<u>\$ 649,750</u>	<u>\$ 534,920</u>	<u>\$ 565,544</u>	<u>\$ 582,509</u>

**Human Resources Summary**

		FULL-TIME EQUIVALENTS		
		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
WIC Program Coordinator	P10	1.00	1.00	1.00
Nutritionist	P07	3.00	3.00	3.00
Office Administrator	P05	1.00	0.00	0.00
Administrative Assistant	P04	0.00	1.00	1.00
Office Assistant	P03	3.00	3.00	3.00
		<u>8.00</u>	<u>8.00</u>	<u>8.00</u>

*Funding for the Women, Infants and Children (WIC) Program is provided through the U.S. Department of Agriculture.*

**WORKFORCE DEVELOPMENT****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ 1,589,958	\$ 872,766	\$ 1,118,173	\$ 1,151,718
Operating Supplies & Services	1,652,558	939,829	835,899	860,976
Capital Outlay/Improvements	161,782	-	29,515	30,400
Decrease in Undesignated Reserves	33,184	-	-	-
	<b><u>\$ 3,437,482</u></b>	<b><u>\$ 1,812,595</u></b>	<b><u>\$ 1,983,587</u></b>	<b><u>\$ 2,043,095</u></b>

**Human Resources Summary**

		<b>FULL-TIME EQUIVALENTS</b>		
		<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>
Director of Workforce Development	D14	1.00	1.00	1.00
Accounting Supervisor	P09	1.00	1.00	1.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Employment and Training Supervisor	P07	4.00	4.00	3.00
Systems Coordinator	P07	1.00	1.00	1.00
Accounting Services Representative	P06	1.00	1.00	1.00
Workforce Development Specialist	P06	24.00	22.00	21.00
E & T Instructor	P06	2.00	2.00	2.00
Admin Assistant to Workforce Investment Bd	P05	0.00	1.00	1.00
Accounting Clerk II	P05	1.00	1.00	0.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	3.00	3.00	3.00
Receptionist	P03	1.00	1.00	1.00
Staff Assistant	P03	1.00	1.00	1.00
Custodian	C01	1.00	1.00	0.00
		<b><u>44.00</u></b>	<b><u>43.00</u></b>	<b><u>39.00</u></b>

*Funding for the Department of Workforce Development's activities is provided by the U.S. Department of Labor in support of various job training programs. These programs are primarily funded through the Federal Workforce Investment Act (WIA).*

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## WORKFORCE DEVELOPMENT

The Department of Workforce Development has identified the following matters as priorities for the 2002-2003 budget year:

<u>Staff</u>	Adapt to staffing requirements dictated by grant and operational necessities.
<u>Boards</u>	Because of the continuing importance of participation of Workforce Investment Board (WIB) and Council of Local Elected Officials (CLEO) in the local governance aspects of the Workforce Investment Act (WIA) implementation, concentrate on upgrading the level of members; understanding of the complex accountability issues involved. This effort will include extensive member involvement in the development and implementation of the revised Strategic Plan for the Ozark Region, Missouri Career Center.
<u>Services</u>	Adjust local implementation of WIA legislation for compliance with mandated operational and programmatic requirements, including universal access for customers and service integration among related agencies and programs.
<u>Performance</u>	Institute a reporting process that reflects the full range of service activity performed by the participating partners in the Career Center.
<u>Youth</u>	Maintain working relationship with the local Youth Council and Youth Services Contractor, providing oversight and monitoring of youth services and programs.
<u>Technology</u>	Develop all electronic linkages necessary to properly support the Missouri Career Center including computer network and telecommunication resources. Work with the State to enhance the on-line TOOLBOX system as an effective management and reporting tool.
<u>Marketing</u>	Develop and implement a Missouri Career Center marketing, outreach and public awareness campaign, which promotes all services, and participating partner relationships in a positive and comprehensive manner. Place emphasis on the employer/business community as customer. Attain heightened awareness and region-wide visibility through promotion and utilization of the various one-stop satellite locations within the service area.
<u>Capital Purchases</u>	<p>Acquire and/or provide the staffing resources, accounting hardware upgrades, and software enhancements necessary to interface with and implement the City's new Enterprise Resource Planning (ERP) system.</p> <p>Initiate steps to integrate this Department with the City System in terms of Internet connectivity to improve communications and data sharing capabilities.</p> <p>Establish long-term funding priorities that will support an annual 33% replacement ratio of computer workstation and server hardware needed to support Missouri career Center operations. The intent of this priority is to prevent information technology related equipment and software from becoming obsolete on a recurring basis. State-of-the-art technology is paramount to the delivery of Core Services within the Missouri Career Center by all partner agencies.</p>

WORKFORCE DEVELOPMENT (continued)

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DESCRIPTION OF PROGRAMS AND PROPOSED FUNDING 2002-2003

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**INTRODUCTION:** The Department of Workforce Development, d.b.a. The Missouri Career Center (MCC) was created as a result of the enactment of the Workforce Investment Act (WIA) of 1998 where in mandates was established to integrate community services and resources. The reformed system is intended to be customer-focused and help U.S. companies find skilled workers. The cornerstone of the new workforce investment system is the delivery of services which unifies training, education and employment programs into a single One-Stop approach. The Ozark Region MCC officially opened in May of 2001. The Workforce Investment Board (WIB) together with the Region's Chief Local Elected Officials (CLEO) provide leadership with policy development and direction of services for the fastest growing region in the State of Missouri.

WIA Title I, Adult, Youth and Dislocated Worker Programs: Services to be provided in three levels with a dominant "Work First" policy for adults.

**CORE SERVICES**

**(WITH UNIVERSAL ELIGIBILITY)**

Eligibility determination  
Outreach, intake, orientation  
Initial assessment of skills and need for support services  
Job search and placement  
Labor market information  
Performance and cost information on training providers  
Information on how local area is performing  
Information on available supportive services  
Information on filing UI claims  
Help in establishing eligibility for welfare-to-work, student aid  
Follow-up services for at least 12 months

**INTENSIVE SERVICES**

**(WITH ELIGIBILITY REQUIREMENTS)**

Comprehensive assessments (diagnostic testing, in-depth interviews and evaluation)  
Individual employment plans  
Group counseling  
Individual counseling  
Case management  
Short-term prevocational services

**TRAINING SERVICES**

**(WITH ELIGIBILITY REQUIREMENTS)**

Training must be linked to occupations in demand or highly likely soon, in the area  
Individual Training Accounts (vouchers) are mandated for referral of clients to approved training institutions  
On-the Job Training or customized training services

WORKFORCE DEVELOPMENT (continued)

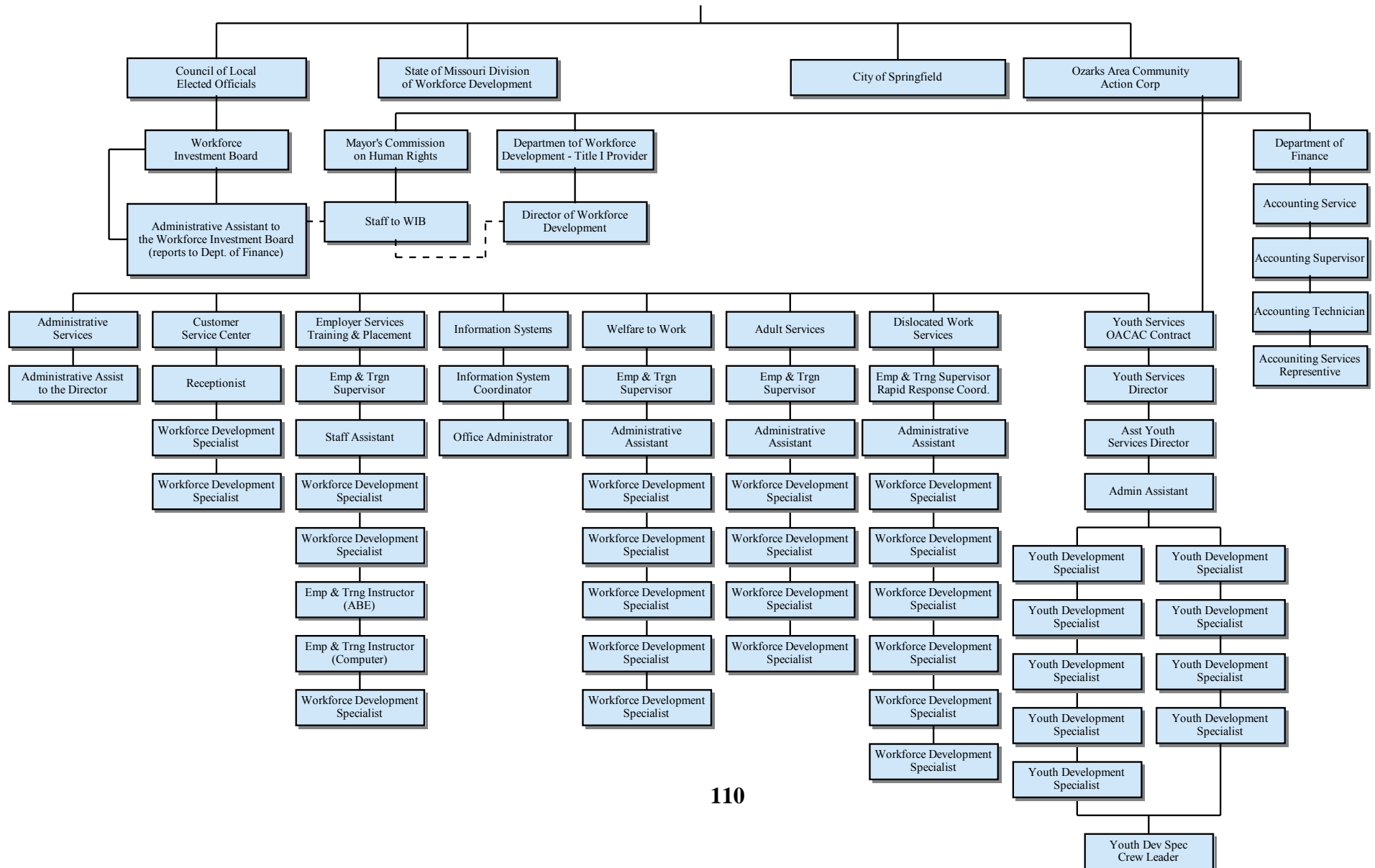
DESCRIPTION OF PROGRAMS AND PROPOSED FUNDING 2002-2003 (continued)		
<u>PROGRAMS</u>	<u>AVAILABLE FUNDING</u>	<u>ESTIMATED PARTICIPANTS</u>
<b><u>WIA Title I:</u></b>		
Adult Program	\$ 772,777	350
Youth Program	\$1,082,292	400
Dislocated Worker Program	\$ 617,926	455
Administration	\$ 281,558	N/A
Rapid Response Services	\$ 35,000	N/A
Staff to WIB	\$ 22,242	N/A
<b><u>Division of Youth Services (DYS):</u></b>		
We have established a partnership with the Division of Youth Services to place their residential youth in a work experience component to help develop their sense of accomplishment, explore career areas and enhance their treatment.		
Division of Youth Services Special Project	\$49,500	35
<b><u>Missouri Customized Training Program:</u></b>		
Training and/or retraining are provided to employees of new and expanded businesses.		
Missouri Job Development Fund-Customized Training	\$400,000	N/A
<b><u>Welfare-To-Work Program:</u></b>		
These funds were made available to the Department of Workforce Development for the purpose of providing services to individuals that are receiving long-term TANF benefits and who possess extensive barriers to employment. The program has a "Work-First" emphasis to transition welfare recipients to sustainable employment. Round #1 funding was received April 1998 (\$890,849) with Round #2 following in January 1999 (\$830,663). These funds will be expended over a five-year period from their respective funding cycles. Figures reflected below represent estimated carryover balances along with the planned number to be served in the year July 1, 2002 through September 30, 2002. It is anticipated that all Welfare-to-Work funds will be fully expended by September 30, 2002.		
Welfare-To-Work Programs	\$168,066 (Round #2)	110
<b><i>TOTAL ESTIMATED WORKFORCE FUNDING AND PARTICIPANTS TO BE SERVED</i></b>	<b><i>\$3,429,361</i></b>	<b><i>1,350</i></b>

Funding for the above programs consists of new program revenue of \$1,983,587 to be appropriated during this budget process with the balance of \$1,445,774 representing appropriated program revenues from prior Council actions. This funding supports 39 permanent full-time positions as well as sub-contracted services with other service providers along with program costs through funding provided by the State of Missouri, Division of Workforce Development.



# Workforce Development

## WORKFORCE INVESTMENT ACT





## DEPARTMENT OF WORKFORCE DEVELOPMENT

### MISSION STATEMENT

*As an integral part of the Missouri Career Center,  
Ozark Region, this department is committed to:*

Providing quality educational training and  
employment opportunities which meet both  
workforce needs and workplace requirements.



**MISCELLANEOUS SPECIAL REVENUE****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ -	\$ 15,912	\$ 85,019	\$ 87,570
Operating Supplies & Services	-	174,588	275,994	284,274
Capital Outlay/Improvements	-	-	-	-
Reserves	-	-	-	-
	<b><u>\$ -</u></b>	<b><u>\$ 190,500</u></b>	<b><u>\$ 361,013</u></b>	<b><u>\$ 371,843</u></b>

**Human Resources Summary**

<b>FULL-TIME EQUIVALENTS</b>		
<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>

No full-time personnel are allocated to this fund.

*This special revenue category includes Fire Department Training and Springfield LASERS.*

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## CAPITAL PROJECTS FUNDS

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*Capital project funds are used to account for the financial resources designated for the acquisition of capital assets.*

Jordan Valley Park Promenade



Jordan Valley Park Water Feature



New Fire Station #6



Founders Park Amphitheater



South Side Police Facility



Diversity of Life Building Dickerson Park Zoo

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**CAPITAL PROJECTS FUNDS****Summary of Expenditures and Appropriations**

	<u>2000-2001 Adopted</u>	<u>2001-2002 Adopted</u>	<u>2002-2003 Proposed</u>	<u>2003-2004 Projected</u>
<b><u>CAPITAL IMPROVEMENTS SALES TAX</u></b>	<u>\$ 7,850,000</u>	<u>\$ 8,625,000</u>	<u>\$ 12,462,000</u>	<u>\$ 12,836,000</u>

Funding Source: 3-year, 1/4 cent capital improvements sales tax, initially approved by voters effective October 1, 1989, subsequently extended by voters until September 30, 2004.

<b><u>PUBLIC WORKS/OTHER IMPROVEMENTS</u></b>	<u>\$ 1,995,000</u>	<u>\$ 2,120,000</u>	<u>\$ 1,758,000</u>	<u>\$ 1,811,000</u>
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Funding Source: Federal Highway Administrations grants and other contributions designated for construction projects.

<b><u>DEVELOPER AGREEMENT PROJECTS</u></b>	<u>\$ 219,000</u>	<u>\$ 513,000</u>	<u>\$ 100,000</u>	<u>\$ 103,000</u>
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Funding Source: One-half of incremental increases in one-cent general sales tax revenue from developer agreements.

<b><u>CAPITAL LEASES</u></b>	<u>\$ 1,184,900</u>	<u>\$ 10,571,849</u>	<u>\$ 561,300</u>	<u>\$ 578,000</u>
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Funding Source: Interfund transfers for the following capital purchases and projects:  
Fire Equipment-\$350,000; Police Department Equipment-\$31,743; Public Works Equipment - \$41,607 and  
Parks Department-\$137,950.

<b>TOTAL CAPITAL PROJECTS</b>	<u>\$ 11,248,900</u>	<u>\$ 21,829,849</u>	<u>\$ 14,881,300</u>	<u>\$ 15,328,000</u>
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## ENTERPRISE FUNDS

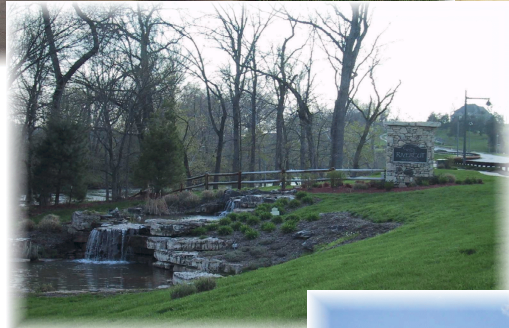
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*Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs, including depreciation, of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. Services accounted for in the Enterprise Funds are tangible and it is possible to determine the extent to which they benefit individual service customers.*

Public Works Solid Waste Recycling Center



Phosphorus Elimination Processing



Rivercut Golf Course Entrance



Rivercut Golf Course



Springfield-Branson Regional Airport  
Intermodal Facility

**GOLF****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ 1,077,849	\$ 1,157,650	\$ 1,304,202	\$ 1,343,328
Operating Supplies & Services	1,546,101	1,470,274	1,498,403	1,543,355
Capital Outlay/Improvements	8,205	131,429	125,500	129,265
Transfers	-	35,717	35,717	36,789
Increase (Decrease) in Unreserved Fund Equity	55,621	226,226	131,178	135,113
	<b><u>\$ 2,687,776</u></b>	<b><u>\$ 3,021,296</u></b>	<b><u>\$ 3,095,000</u></b>	<b><u>\$ 3,187,851</u></b>

**Human Resources Summary**

<b>FULL-TIME EQUIVALENTS</b>				
		<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>
Golf Facilities Supervisor	P09	1.00	1.00	1.00
Golf Course Superintendent	P06	0.00	3.00	3.00
Golf Mechanic	C10	1.00	1.00	1.00
Greenskeeper	C08	4.00	0.00	0.00
Golf Course Working Leader	C06	0.00	1.00	1.00
Golf Worker	C05	9.00	9.00	9.00
Maintenance Worker	C05	3.00	3.00	3.00
		<b><u>18.00</u></b>	<b><u>18.00</u></b>	<b><u>18.00</u></b>

GOLF

**Priority  
Number**

- 1     **PROVIDE ENHANCED RECREATIONAL OPPORTUNITIES BY IMPLEMENTING PHASE III OF GOLF COURSE IMPROVEMENTS** – The Park Board in March 1991 adopted a \$2.1 million master plan for improvements to existing municipal golf courses. Phases I & II of this program have been completed. Phase III improvements will concentrate on the Stewart Golf Course, and are projected to begin in fiscal year 2005 at an estimated cost of \$2,000,000. It is anticipated that these improvements will be funded through a lease revenue bond issue.

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Three-Year Priority Cost Summary

<b><u>Priority Number</u></b>	<b><u>2002-2003</u></b>	<b><u>2003-2004</u></b>	<b><u>2004-2005</u></b>
1	\$ -	\$ -	\$2,000,000



**REGIONAL AIRPORT****Summary of Expenditures and Appropriations**

	<u>2000-2001</u> <u>Actual</u>	<u>2001-2002</u> <u>Adopted</u>	<u>2002-2003</u> <u>Adopted</u>	<u>2003-2004</u> <u>Projected</u>
Personal Services	\$ 2,602,659	\$ 2,766,958	\$ 3,312,493	\$ 3,411,868
Operating Supplies & Services	4,101,551	2,907,375	13,325,742	13,725,514
Capital Outlay/Improvements	(149,317)	2,143,623	4,100,000	4,223,000
Transfers	1,562,183	8,630,622	100,000	103,000
Increase in Unreserved Fund Equity	8,074,365	1,945,500	(546,805)	(563,209)
	<u>\$ 16,191,441</u>	<u>\$ 18,394,078</u>	<u>\$ 20,291,430</u>	<u>\$ 20,900,173</u>

**Human Resources Summary**

		<b>FULL-TIME EQUIVALENTS</b>		
		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
Director of Aviation	D15	1.00	1.00	1.00
Assistant Director of Aviation, Operations	P14	1.00	1.00	1.00
Assistant Director of Aviation, Admin	P12	1.00	1.00	1.00
Assistant City Attorney III	P11	1.00	1.00	1.00
Airport Network Administrator	P09	0.00	1.00	1.00
Airport Police Supervisor	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Marketing & Communication Coordinator	P07	1.00	1.00	1.00
Airport Police Officer	P07	3.60	4.00	8.00
Gen Aviation Customer Service Coord.	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	1.00	1.00	1.00
Publications Design Assistant	P04	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Office Assistant	P03	4.00	4.00	4.00
Clerical Assistant	P02	3.00	3.00	3.00
Aircraft Services Coordinator	C14	1.00	1.00	1.00
Airport Maintenance Supervisor	C14	2.00	2.00	2.00
Construction Equipment Mechanic	C11	1.00	1.00	1.00
Aircraft Services Supervisor	C10	2.00	2.00	2.00
Mechanic I	C08	1.00	1.00	1.00
Utility Worker	C08	5.00	4.00	4.00
Aircraft Services Specialist	C07	13.00	13.00	13.00
Airfield Maintenance Worker	C06	6.00	5.00	7.00
Custodial Maintenance Worker	C05	0.00	1.00	1.00
Aircraft Services Attendant	C01	3.00	3.00	3.00
Custodian	C01	8.00	10.00	10.00
		<u>64.60</u>	<u>67.00</u>	<u>73.00</u>

SPRINGFIELD-BRANSON REGIONAL AIRPORT

**Priority  
Number**

**1      CONTINUE PREVIOUS COMMITMENTS FOR CAPITAL DEVELOPMENT**

*Though no additional funds will be required for Items a) through c), they will be a major focus of staff efforts over the upcoming budget year:*

*a)    Runway extension and reconstruction*

The first phase of this estimated \$35 million project was dedicated in December, 2001, marking completion of an extension to the crosswind runway from a length of 5,600 to 8,000 feet. This, combined with completion of a second instrument landing system and new airfield electrical vault, will allow the Airport to accommodate current air carrier equipment while the second phase of the project – reconstruction of the main north/south runway – is completed during fiscal year 2003.

To complete this project, the Airport was able to secure \$30.2 million in Federal funding under a five-year letter of intent. This commitment was leveraged, along with other Airport revenues, into a debt issue in June 2001 to allow moving forward with the entire project over a three-year period.

The 2002-2003 budget continues to include \$750,000 in funding for the Airport's share of the annual debt service.

Due to the construction bids received, which came in significantly under engineer's estimates, sufficient LOI funds and bond proceeds will be available to fund the realignment of Taxiway "D" in 2003, at an estimated cost of \$4 million.

*b)    Ozark Airport Development*

The Airport has acquired the existing 126-acre Ozark Airport site and took over its operation in November 2001. Thus far, a total of 206 acres has been acquired and the 2002-2003 budget anticipates a continuation of land acquisitions needed for development of the site as a general aviation facility over the next three to five years.

An initial \$800,000 in funding has been received from the State of Missouri toward the project, and a funding request for approximately \$2.5 million to continue land acquisition and development is included in the 2002-2003 budget.

These funds would reimburse the Airport for previous outlays and would not require the budgeting of additional matching funds.

Staff will also be working closely with the engineering firm retained to complete the design phase of the project. Estimated design completion date is December 2002.

*c)    Environmental Assessment – T-4 Midfield Terminal Project*

Completion of an environmental assessment on a proposed midfield terminal site is a critical required step in moving toward future construction and phased funding of such a complex. An access corridor study has already been completed on the site in conjunction with the Metropolitan Planning Organization.

The Federal Aviation Administration has approved the environmental assessment and has provided 90% funding toward its estimated \$350,000 cost. Completion of the assessment is expected by December 2002.

No additional funds will be required in the 2002-2003 budget to complete this project.

SPRINGFIELD-BRANSON REGIONAL AIRPORT (continued)

Priority  
Number

1

(cont'd) Selection of a T-4 terminal design team is expected in October 2002. Estimated cost of this element will be \$8 million, or approximately 8% of the estimated \$100 million project cost. Of this amount, \$4 million in grant funding is being requested from the Federal Aviation Administration in the 2003 Federal budget. The Airport has sufficient matching funds available if this request is funded.

*This priority is funded in the 2002-2003 budget. Funding is in the amount of \$3,250,000.*

2

**PROVIDE ADDITIONAL RESOURCES FOR MAINTENANCE NEEDS** – Completion of the runway extension significantly increases the amount of maintenance effort that will be required on the airfield. Approximately 20% more runway surface area will need to be maintained and over 157 additional acres, an increase of 26%, will have to be regularly mowed. This will require one additional airfield maintenance position.

Completion of the terminal area improvements project in August 2001 added a significant amount of landscaping that will need to be regularly mowed and maintained. This is proposed to be accomplished through the addition of a landscape maintenance position.

*Cost of these two positions is estimated at \$72,000. This cost can be partially offset by deferring the filling of two currently vacant positions (one custodial, one clerical) at a savings of \$46,000. Net cost in fiscal year 2003 would be \$26,000.*

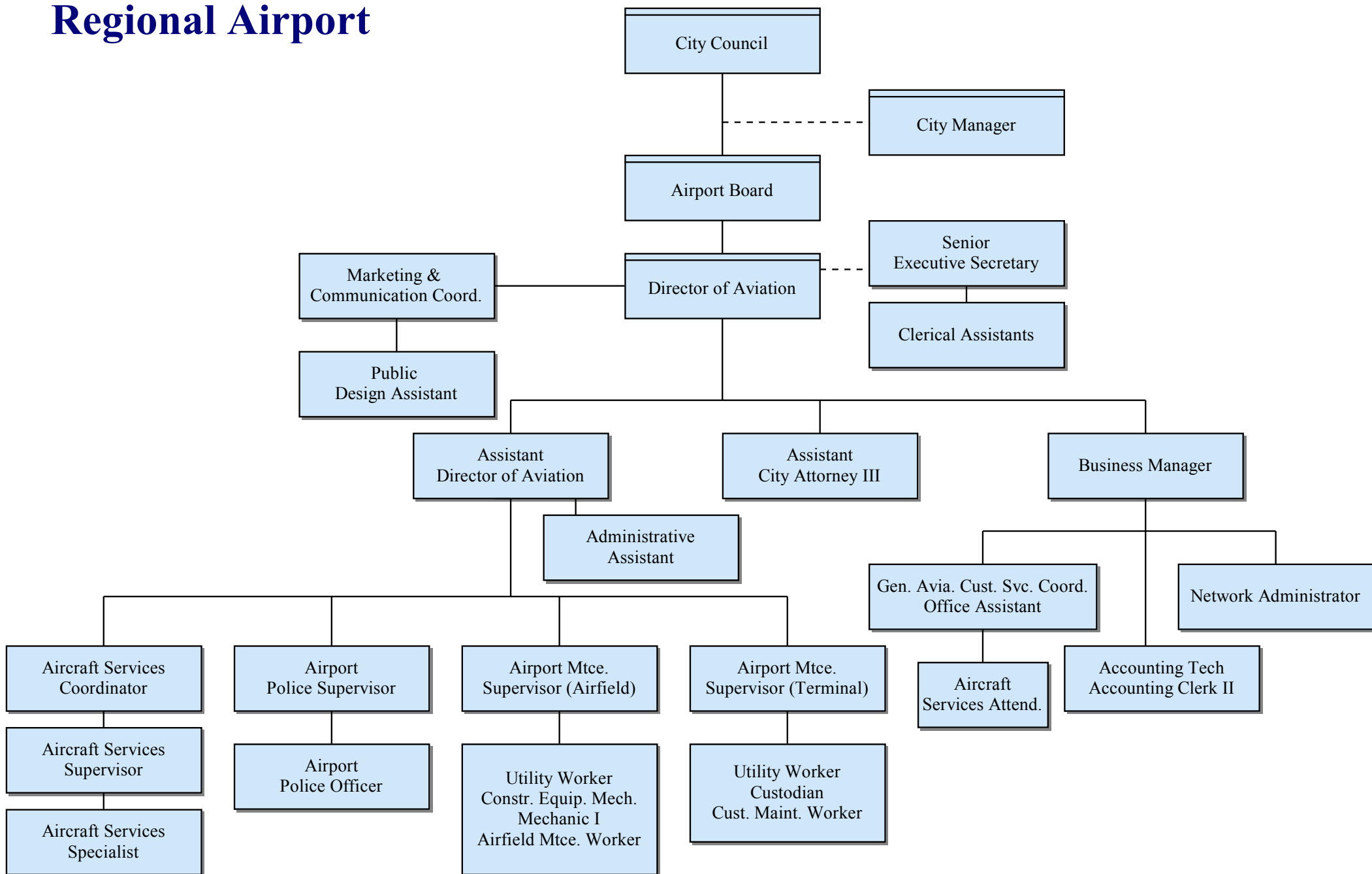
*This priority is funded in the 2002-2003 budget.*

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Three-Year Priority Cost Summary

<u>Priority Number</u>	<u>2002-2003</u>	<u>2003-2004</u>	<u>2004-2005</u>
1	\$3,250,000	\$ -	\$ -
2	\$72,000	\$72,000	\$46,000

# Springfield-Branson Regional Airport



**SANITARY SEWERAGE SYSTEM****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 4,559,817	\$ 4,415,000	\$ 4,795,705	\$ 4,939,576
Operating Supplies & Services	11,812,910	5,736,000	10,830,000	11,154,900
Capital Outlay/Improvements	-	3,566,000	4,625,000	4,763,750
Transfers	(9,527,709)	3,373,000	829,864	854,760
Increase in Unreserved Fund Equity	19,710,633	3,500,000	1,769,431	1,822,514
	<u>\$ 26,555,651</u>	<u>\$ 20,590,000</u>	<u>\$ 22,850,000</u>	<u>\$ 23,535,500</u>

**Human Resources Summary**

		<b>FULL-TIME EQUIVALENTS</b>		
		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
Assistant Director of Public Works	P14	0.80	0.80	0.80
Superintendent of Sanitary Services	P13	1.00	1.00	1.00
Plant Superintendent	P12	1.00	1.00	1.00
Professional Engineer	P12	1.00	1.00	1.00
Laboratory Supervisor	P11	1.00	1.00	1.00
Plant Maintenance Engineer	P11	1.00	1.00	1.00
Pretreatment Coordinator	P10	1.00	1.00	1.00
Supervisor of Sewer Maintenance	P10	1.00	1.00	1.00
Chemist	P09	3.00	3.00	3.00
Plant Shift Supervisor	P09	5.00	5.00	5.00
Pretreatment Inspector	P09	2.00	2.00	2.00
Sewer Operations Coordinator	P09	1.00	1.00	1.00
Laboratory Analyst	P07	2.00	2.00	2.00
Plant Operator III	P07	6.00	6.00	6.00
Street & Sewer Construction Inspector	P07	0.00	1.00	2.00
Water Pollution Control Inspector II	P07	1.00	1.00	1.00
Accounting Technician	P07	0.00	0.30	0.30
Accounting Services Representative	P06	0.30	0.30	0.30
Plant Operator II	P06	8.00	8.00	7.00
Safety Technician	P06	0.00	0.30	0.30
Revenue Technician	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.30	0.30	0.30
Infiltration & Inflow Technician	P05	2.00	2.00	2.00
Office Administrator	P05	1.00	1.00	1.00
Safety Assistant	P05	0.30	0.00	0.00
Administrative Assistant	P04	1.00	1.00	1.00
Staff Assistant	P03	1.30	1.00	1.00
WW Plant Maintenance Supervisor	C15	1.00	1.00	1.00
Instrument Technician	C12	1.00	1.00	1.00
Plant Electrician	C12	1.00	1.00	1.00
Plant Maintenance Mechanic II	C11	2.00	2.00	2.00
Plant Maintenance Mechanic I	C10	5.00	5.00	5.00
Sewer Video Crew Leader	C10	1.00	1.00	1.00
Compost Working Leader	C08	1.00	1.00	1.00
Parts & Inventory Control Clerk	C08	1.00	1.00	1.00

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**SANITARY SEWERAGE SYSTEM (continued)**


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**Human Resources Summary (continued)**


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		FULL-TIME EQUIVALENTS		
		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
Sewer Cleaning Working Leader	C08	3.00	3.00	3.00
Sewer Repair Working Leader	C08	2.00	2.00	2.00
Equipment Operator II	C07	4.00	4.00	4.00
Maintenance Worker	C05	10.00	9.00	9.00
Sewer Video Crew Worker	C05	1.00	1.00	1.00
Wastewater Sludge Truck Operator	C05	2.00	2.00	2.00
Laborer	C03	6.00	6.00	6.00
		<u>84.00</u>	<u>84.00</u>	<u>84.00</u>

SANITARY SEWERAGE SYSTEM

Priority  
Number

- 1 OPERATION OF THE SANITARY SEWERAGE SYSTEM BUSINESS - The proposed FY 2002-2003 budget for Sanitary Services establishes a financial plan to maintain and improve the delivery of vital environmental services to our customers while aggressively controlling operational costs. The division is committed to providing wastewater collection and treatment capacity for existing and future customers in the Urban Service Area.

Over the past five years the division has utilized private sector business strategies including downsizing of the workforce. This effort has resulted in a 34% reduction in personnel costs. Although the present workforce is at or very near the minimum level required to perform the services demanded by our customers, we will continue to explore opportunities to further reduce our workforce by increasing efficiencies, automation and by outsourcing. We are also reviewing our power and chemical usage to control operating costs.

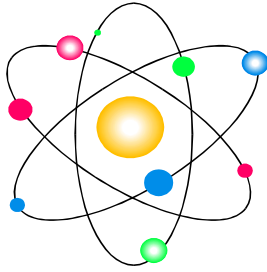
In addition to the scheduled sewer extensions within the Urban Services area, work is continuing to reduce infiltration and inflow in the City's sanitary sewer collection system. As this rehabilitation effort progresses, annual maintenance costs of the collection system and operating costs for the treatment plants are expected to decrease. Additionally, the elimination of infiltration and inflow in the collection system will reduce wastewater flows processed at the treatment plants, which increases overall system capacity.

This budget continues the fourth year of the ten-year Council approved financial assistance program for sewerage the City. This assistance program caps property owner costs at \$5,800 per lot for sanitary sewer extensions. This program is funded in part through operating savings realized from our competitive improvements.

The phosphorus treatment facilities were placed into service in December of 2000 and we are able to meet the future limit of 0.5 mg/l of phosphorus in the plant discharge. The SW Plant expansion design will be completed this year and construction of the expansion is scheduled for early 2003. The construction period will be 18 to 24 months. The expansion project will include construction of berms and walls to protect the plant processes from the 100-year flood. The flood elevations now calculated are higher than the elevations assumed in the past plant improvement designs.

The consultant for expansion of the NW Plant will be selected in the spring of 2002 with the design expected to be completed in the summer of 2003. The construction of the NW Expansion project should begin in the fall of 2003 with completion of construction expected in the spring of 2005.

In planning for the funding of the SW Plant Expansion and the NW Plant Expansion it appears that rate increases will be needed in future years to fund additional debt service. Revenues, operation and maintenance costs, capital improvement projects and debt service are continually being evaluated for recommendations of future rate increases. It is anticipated that future rate increases will be phased – in to minimize impact to our customers. Our continued efforts to control the operational costs of the system should minimize future rate increases.



## PUBLIC WORKS

### DIVISION OF SANITARY SERVICES

We are committed to maintaining an efficient Sanitary Sewer System to assure the most effective level of waste water collection and treatment for the protection of our community's health and environment.

We will ACHIEVE this through:

#### QUALITY CUSTOMER SERVICE

*by offering a courteous, professional and superior level of service that anticipates the needs and exceeds our customers satisfaction.*

#### COOPERATION AND COMMUNICATION

*by working with our customers, our neighbors, City and County officials and each other to assure customer satisfaction.*

#### PROFESSIONALISM

*by using proper equipment and well-trained, highly motivated employees to provide outstanding and efficient administration and operation of Springfield's sewerage system.*

#### ETHICAL AND RESPONSIBLE BEHAVIOR

*by having a strong commitment to pride of service and by being open, accountable and courteous in contacts with our customers and each other.*

#### EFFICIENCY AND INNOVATION

*by promptly and effectively handling requests for services and information, providing long-range plans for system growth, offering quality, cost-effective services to our customers and utilizing new ideas and technologies.*





**SOLID WASTE****Summary of Expenditures and Appropriations**

	2000-2001 <u>Actual</u>	2001-2002 <u>Adopted</u>	2002-2003 <u>Adopted</u>	2003-2004 <u>Projected</u>
Personal Services	\$ 1,329,866	\$ 1,285,000	\$ 1,474,405	\$ 1,518,637
Operating Supplies & Services	2,592,840	1,612,000	1,757,000	1,809,710
Capital Outlay/Improvements	(32,507)	400,000	403,000	415,090
Transfers	123,159	103,000	115,000	118,450
Increase (Decrease) in Unreserved Fund Equity	(109,689)	-	(249,405)	(256,887)
	<u>\$ 3,903,669</u>	<u>\$ 3,400,000</u>	<u>\$ 3,500,000</u>	<u>\$ 3,605,000</u>

**Human Resources Summary**

		<b>FULL-TIME EQUIVALENTS</b>		
		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
Assistant Director of Public Works	P14	0.20	0.20	0.20
Superintendent of Solid Waste	P13	0.00	0.00	1.00
Professional Engineer	P12	1.00	1.00	0.00
Materials Recovery Education Coordinator	P09	1.00	1.00	1.00
Environmental Technician	P08	2.00	2.00	2.00
Collection Center Coordinator	P07	1.00	1.00	1.00
Accounting Technician	P07	0.00	0.10	0.10
Accounting Services Representative	P06	0.10	0.10	0.10
Safety Technician	P06	0.00	0.10	0.10
Collection Center Technician	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.10	0.10	0.10
Safety Assistant	P05	0.10	0.00	0.00
Administrative Assistant	P04	1.00	1.00	1.00
Staff Assistant	P03	0.10	0.00	0.00
Landfill Supervisor	C17	1.00	1.00	1.00
Construction Equipment Mechanic	C11	2.00	2.00	2.00
Equipment Operator III	C09	6.00	6.00	6.00
Landfill Crew Leader	C09	1.00	1.00	1.00
Maintenance Worker	C05	1.00	1.00	1.00
Laborer	C03	7.00	7.00	7.00
		<u>25.60</u>	<u>25.60</u>	<u>25.60</u>

**SOLID WASTE MANAGEMENT**

**Priority  
Number**

**1**

**CONTINUED EFFICIENT OPERATION OF THE INTEGRATED SOLID WASTE MANAGEMENT SYSTEM (ISWMS)** - The FY 2002-2003 Business Plan for the ISWMS, which is based on projected revenues, provides the resources necessary to maintain the solid waste programs and services identified and support by the community. The goal is to operate the landfill as a sound business venture and in an environmentally safe manner, maximizing cash flow and revenues to fund identified capital projects for the long-term operation of the landfill and continued financial support for its environmental services and programs.

Projected landfill revenues are based on 350 tons per day for FY 2003. Revenues from compost sales and recycling donations are important but are not sufficient to fund the operational costs of the YRC and the recycling sites. The division is benchmarking Springfield's solid waste fees (landfill and YRC products) against public and private sector businesses in the region to ensure the long-term competitiveness of the ISWMS. In addition, the division continues to place a priority on developing and maintaining the necessary resources to meet the current and future solid waste needs of the community (facilities/equipment replacement program, landfill closure/post closure and operating costs, and funding for environmental programs).

The construction of the north ravine liner and the gas control system will be completed early in FY 2003. Capital projects scheduled for FY 2003 include improvements to the Equipment Maintenance Building, construction of a leachate storage tank and tanker-loading station, YRC facility improvements and feasibility study for a constructed wetland to enhance storm water treatment at the landfill.

The Recycling and YRC facilities have been staffed for the past several years with contract employees. As these operations are expected to be ongoing they need to be staffed with FTE'S. A reorganization plan will be submitted in FY 2003.

The division is developing a comprehensive equipment replacement plan for the ISWMS placing a priority on minimizing equipment and maintenance costs and equipment downtime. This plan will establish equipment funding scheduled necessary to cost-effectively maintain the ISWMS fleet.



PUBLIC WORK  
SOLID WASTE  
MANAGEMENT  
DIVISION



MISSION STATEMENT

*TO PROVIDE. . .*

*an Integrated Solid Waste Management System*

*for Springfield and Greene County*

*that is environmentally sound*

*and economically feasible*

*which represents a long-term solution*

*to preserve the natural resources of the region*

*for present and future generations.*



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## INTERNAL SERVICE FUNDS

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*Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies on a cost-reimbursement basis. Services accounted for in Internal Service Funds are tangible, and it is possible to determine the extent to which they benefit individual departments or agencies.*

*Public Works Service Center Parts Dept.*



*Public Works Service Center*

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**PRINTSHOP****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ 97,544	\$ 90,833	\$ 99,284	\$ 102,263
Operating Supplies & Services	154,709	140,041	140,041	144,242
Capital Outlay/Improvements	-	-	-	-
	<b><u>\$ 252,253</u></b>	<b><u>\$ 230,874</u></b>	<b><u>\$ 239,325</u></b>	<b><u>\$ 246,505</u></b>

**Human Resources Summary**

		<b>FULL-TIME EQUIVALENTS</b>		
		<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>
Printshop Supervisor	P07	1.00	1.00	1.00
Stores and Printshop Operator	P04	1.00	1.00	1.00
		<b><u>2.00</u></b>	<b><u>2.00</u></b>	<b><u>2.00</u></b>

**SELF-INSURANCE FUND****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ 217,079	\$ 225,411	\$ 287,312	\$ 295,931
Operating Supplies & Services	958,945	816,837	791,643	815,392
Capital Outlay/Improvements	4,677	5,100	11,800	12,154
Increase(Decrease) in Unreserved Fund Equity	(68,082)	8,330	-	-
	<b><u>\$ 1,112,619</u></b>	<b><u>\$ 1,055,678</u></b>	<b><u>\$ 1,090,755</u></b>	<b><u>\$ 1,123,478</u></b>

**Human Resources Summary**

		<b>FULL-TIME EQUIVALENTS</b>		
		<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>
Risk Management Administrator	P11	1.00	1.00	1.00
Occupational Health Coordinator	P09	1.00	1.00	1.00
Safety Coordinator	P09	1.00	1.00	1.00
Human Resource Specialist	P07	1.00	1.00	1.00
		<b><u>4.00</u></b>	<b><u>4.00</u></b>	<b><u>4.00</u></b>

SELF INSURANCE FUND

**Priority  
Number**

**1      FITNESS INITIATIVE**

Currently, the City provides a walking track located in the lower level of the Busch Municipal Building that is utilized by City employees who work in the Busch Building, as well as employees who work at other facilities within the Government Complex. Employees use the walking track before and after work hours, during their breaks and lunch hours. Also located on the north side of the lower level are a few pieces of exercise equipment that are in less than excellent condition. Employees have voiced their interest in having functional equipment and space made available to be able to use it on their breaks and lunch hours to work out.

A well designed fitness area will continue to promote the City's wellness objective. The area would include the existing stair steppers, exercise bikes and a new True 600 Treadmill and a 25" TV/VCR combo and a wall unit to mount the TV/VCR. The current space would be reconfigured using modular pieces in storage.

Reconfiguring this area will create a privacy blind for employees while they use the fitness area, encourage the use of the fitness area, remove the distraction for those employees who use the walking track, and will also help to address the issue of noise for those employees whose workstations are located in close proximity of the fitness area. This area/equipment would be maintained as a part of the Wellness Program.

If capital funding is appropriated at the same level as fiscal year 2001-2002, this priority *would require no additional funds.*

*This priority is funded in the 2002-2003 budget.*

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Three-Year Priority Cost Summary

<u>Priority Number</u>	<u>2002-2003</u>	<u>2003-2004</u>	<u>2004-2005</u>
1	\$ -	\$ -	\$ -

**SERVICE CENTER****Summary of Expenditures and Appropriations**

	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Personal Services	\$ 803,634	\$ 815,000	\$ 925,000	\$ 952,750
Operating Supplies & Services	1,604,678	1,366,000	1,313,500	1,352,905
Capital Outlay/Improvements	1,006	4,000	26,500	27,295
Increase(Decrease) in Undesignated Reserve			15,000	
	<b><u>\$ 2,409,318</u></b>	<b><u>\$ 2,185,000</u></b>	<b><u>\$ 2,280,000</u></b>	<b><u>\$ 2,332,950</u></b>

**Human Resources Summary**

		<b>FULL-TIME EQUIVALENTS</b>		
		<b><u>2000-2001</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>
PW Operations Supervisor	P11	0.45	0.45	0.00
Fleet Administrator	P10	0.90	0.90	0.90
Fleet Systems Technician	P07	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Equipment Maintenance Supervisor	C14	1.00	1.00	1.00
Heavy Equipment Technician	C11	2.00	3.00	3.00
Fire Equipment Mechanic	C11	1.00	0.00	0.00
Parts and Inventory Supervisor	C11	1.00	1.00	1.00
Collision Repair/Refinishing Technician	C10	1.00	1.00	1.00
Equipment Technician	C10	6.00	6.00	6.00
Parts & Inventory Technician	C06	2.00	2.00	2.00
Service Technician	C05	4.00	4.00	4.00
Parts & Inventory Clerk	C04	1.00	1.00	1.00
		<b><u>22.35</u></b>	<b><u>22.35</u></b>	<b><u>21.90</u></b>



PUBLIC WORKS – SERVICE CENTER

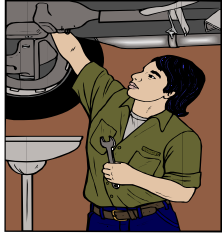
**Priority  
Number**

**1**

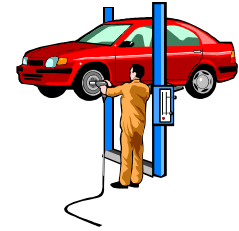
**COMPETITIVE BUSINESS IMPROVEMENTS AND INCENTIVE PAY** – Multiple improvements to Service Center (SC) operations were implemented during FY 2001 and FY 2002. During FY 2001, these improvements allowed the Service Center to generate positive cash flow without a General Fund transfer. FY 2002 operations are projected to produce similar financial results.

As an internal service fund, management is committed to operating the SC as a self-supporting business unit similar to the other municipal enterprise funds and private sector business ventures. Recognizing that successful businesses manage for results and focus on the bottom line, strategic planning, performance budgeting, and tracking of key performance measures were implemented to improve operations and customer satisfaction. The SC established a goal of creating a “managing for results” culture among the SC team so that customers would view the SC as a premier fleet maintenance provider. In order to achieve this goal, it was vital that team members understand the Business Plan and the importance that it places on results, goals, and performance measures. This has been achieved in part by implementing “open book management” principals, which included providing team members with monthly updates on financial results, key performance measures, and customer satisfaction surveys.

The Service Center continues to provide fleet maintenance services for Fire and Police under a “managed competition” contract. In FY 2003, the Service Center will continue to identify opportunities, such as a new fleet management computer software package, to improve efficiency and reduce overhead costs while maintaining competitive labor rates below the private sector. Providing quality service with high customer satisfaction will be the goal without the need for funding assistance from the General Fund. During FY 2002, Public Works management proposed a performance improvement compensation program, which is currently under consideration. This proposed program would reward employees for their improvement efforts while assuring that Service Center operations are efficient for our customers, competitive in overall cost with the private sector, and generates high customer satisfaction based on customer surveys. *The annual cost for a performance improvement compensation program would vary based on annual cash flow results and other measurable factors. Cost of the proposed program would be funded entirely by the financial resources produced by the Service Center Business Plan.*



## PUBLIC WORKS GENERAL SERVICES SERVICE CENTER GARAGE



We provide fleet maintenance  
for the City of Springfield.

### THEREFORE;

*We are committed to working with our customers by providing  
a safe, properly maintained fleet thereby improving the  
municipal service provided to the citizens of Springfield.*

We will ACHIEVE our commitment through:

### INTEGRITY AND PRIDE OF SERVICE

by maintaining reasonable cost, minimum downtime and  
quick response for all maintenance and repairs. We will strive to  
make the repairs right the first time.

### COOPERATION AND COMMUNICATIONS

with one another and our customers to ensure a cooperative  
spirit, helpful attitude, and assistance in all phases of the  
fleet maintenance operations.

### CONTINUOUS IMPROVEMENTS OF SERVICES

through cost-effective use of a professional staff, the municipal  
fleet, equipment, parts, fuel and physical plant.

### LEADERSHIP AND KNOWLEDGE

through employee training, development, shared  
responsibility and striving for excellence.

### INNOVATION

in how we meet both present and future needs of  
our municipal fleet.

